

MBA Program
OPERATIONS MANAGEMENT
Sample Course Outline



SUMMARY:

At a fundamental level, any business or organisation is concerned with delivering value to its customers or clients. The 'operations' of a company are the direct processes that a company uses to create value: they involve transforming inputs of some sort into outputs. *Operations management* is the task of managing these processes. The course content is organised into four sections:

Firstly, we investigate the *processes* that are at the heart of operations management. Even though there is enormous variety in these processes, there are a number of important ideas that will apply in any operation.

Secondly, we look at *achieving excellence* in operations. What does it mean to have high quality operations and how can this be achieved? Answering these questions will take us beyond purely quality issues and we will see how lean operations aim to eliminate all forms of waste within operations.

Thirdly, we deal with the movement of materials through the *supply chain*. We will consider the control of inventory and the way in which coordination between supply chain partners can be achieved.

Our focus for most of the course is on processes that are carried out repeatedly. In the fourth section, however, we will consider processes that are individual and unique – as happens with a *project*. The operational challenges in managing projects are quite different from those involved in managing repeated processes, and involve careful planning of inter-related activities.

Course Title:	Operations Management	Course No. MNGT5240
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Prerequisites/Sequence. NIL – this is a CORE course in the MBA.

Course aims / objectives.

Each company or organisation will have a unique set of operations, whether this is dealing with phone calls at a call centre, manufacturing cardboard from recycled paper, running room service in a hotel or dealing with passengers of an airline. This course is about the fundamentals of operations management, covering both service industries and manufacturing. The aim is to give you a set of frameworks and concepts you can use to understand the operations functions and strategies of any company.

Preliminary readings to be done prior to the first class. NIL

Detailed list of Texts & References to include Recommended Readings for the whole course.

Books and Readings:

There is no recommended textbook for this course since the course pack contains the course text. The course pack also contains additional readings together with a complete set of course overheads. I will provide a range of additional material (like answers to exercises) on WebCT.

Group visits:

Each group will arrange a visit to look at the operations function in a local company. The visits can be organised at any time to suit the group. Students will be responsible for their own transport arrangements to the company site. Groups will work together on a visit report. It is possible for two groups to coordinate a visit together to the same operation (but no more than two groups).

Tutorials:

There are two additional tutorials that will be run in week 4 and week 8. There will be no new material introduced in these tutorials and they are not compulsory. Their aim is simply to provide a forum in which problems can be resolved.

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Lecture Guides by Week / Course Schedule

Week 1	Introduction: What is Operations Management? The link between operations processes and the way that firms compete. Process design: Manufacturing process choice. Different flow strategies. Customer involvement and service choices. Product and process layouts.
Week 2	Process analysis: Process mapping, bottlenecks, calculating capacity. Assembly lines. Queues in service operations: Waiting in queues, importance of variability and capacity buffer, Little's law, simple queuing formulae.
Week 3	Case Exercise: Lion Call Centre. Managing for quality: Total Quality Management, Costs of quality. Achieving quality processes, the role of employees.
Week 4	Statistical quality control. Different types of variability. Using control charts to track process behaviour. Guest speaker. Operations management in practice
Week 5	MID TERM EXAM Lean operations: Introduction to lean operations. Pull production control.
Week 6	Case exercise: Toyota and Quadrant Homes. Managing inventory: Costs and types of inventory. EOQ. Team inventory game.
Week 7	Inventory with uncertain demand: Modelling stockouts, different inventory control mechanisms. Case exercise: Hewlett Packard Deskjet printers.
Week 8	Supply chains: Mapping the supply chain. Relationships between buyer and seller. Double marginalisation and coordination in the supply chain. Case exercise: Video Vault.
Week 9	GROUP VISIT REPORT Managing projects: Project scheduling using critical path methods. Risk in projects: Dealing with uncertainty. COURSE REVIEW.
Week 10	FINAL EXAM

Assessment requirements as follows:

The mid term test is a closed book exam of 1 hour 15 minutes taken during week 5. You are allowed to bring one A4 sheet of notes into this exam.

The group visit report of 2500 words is due at 10 am on Wednesday of week 9. A single mark will be awarded to all the members of a team. Reports handed in late will be penalised at the rate of 15% of the mark for that element per day or part of day late. Thus, for example, a report that would have obtained a mark of 75% if it had been handed in on time, would obtain a mark of 60% if it were handed in one day late.

The final exam is a closed book exam of two and a half hours. You are allowed to bring one A4 sheet of notes into this exam.

Mid-term Exam	Yes		Mid Term Exam 25%
End-of-term Exam	Yes	Weighting of each assessment component	Group Visit Report 30%
Group assessment	Yes		Final Exam 45%
Individual assessment	No	Is the course	Graded
Group Presentation	Yes	Late Policy [deduction of marks for last assignment(s) /project(s)]	15%
Individual Presentation	Yes	Return of assignments & projects: where should they be handed in?	Class / MBA Office / Email

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